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By: 8

OCT 12 1953

MEMORANDUM FOR: Acting Deputy Director (Administration)

THRU : Chief of Administration, DD/P

SUBJECT : Survey Report of the [REDACTED] NEA/ADMIN.

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1. PROBLEM. To re-evaluate Personnel type I/O positions within NEA Division with a view toward determining:

- a. The appropriate location, organizationally, for the most economic and efficient performance of essential Personnel functions, and
- b. The minimum number of personnel estimated to be required for the performance of such functions.

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2. FACTS & OPINION ON THE PROBLEM.

- a. A minimum amount of time was allotted for the survey of the NEA [REDACTED] inasmuch as a Management Survey was made and a report thereon rendered by OAM in April 1953. [REDACTED] Plans, Research, and Development Staff, and [REDACTED] Placement Officer, Personnel Office, DD/A provided technical assistance in the conduct of this study.
- b. The Survey Report made by OAM in April 1953 recommended six procedural changes to reduce workload and curtail overtime. Though four of these procedures have been implemented overtime work is still performed at a high rate.

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c. [REDACTED]

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Training Officer position.

3. DISCUSSION.

a. There is no formal functional and structural pattern to the [REDACTED] of NIA. The assigned duties are:

- (1) Inconsistent with the T/O slot occupied.
- (2) Performed by some individuals shifting from one assignment to another, resulting in inconsistent action, lack of continuity and involved record keeping.
- (3) Often personally assumed by the Acting Chief of the Section.

A further indication of the unusual manner in which the Section is staffed, and the manner in which individuals are performing apparently mis-assigned duties is shown in Tab A.

- b. Work loads for the months of June, July, and August, 1953 shown in detail in Tabs B and C, indicate a total of 140 personnel actions for the period or an average of 46 per month. An analysis of correspondence for the same period was difficult because of the complexity of the records system, but from the best data available indicated a total of 30 cables, 57 dispatches and 188 memorandums. This amounts to a monthly average of 10 cables, 19 dispatches and 62 memorandums.
- c. Of the total correspondence actions for the three month period (188), 27 pertained to promotion matters, 49 to training matters and 23 to Security violations. Twenty-five weekly activities reports were prepared and submitted. The remaining 54 correspondence actions related to general personnel administration matters. Percentagewise:
 - (1) 12% of the correspondence related to Security matters
 - (2) 26% of the correspondence related to Training matters, and
 - (3) 13% of the correspondence related to Weekly Reports
 - (4) 49% of the correspondence related to other Personnel Matters
- d. Of the total personnel actions for the period (140), 53 or 37% were reassignment actions, 25 or 17% were promotion actions and 24 or 17% were resignation actions.

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e. There are 19 types of records maintained in the Section comprised of 31 different files. A description of these records is given in Tab D of this Report. It is indicated, and concurred in by NSA Admin personnel that the position inventory card (presently SP-7, though Form OP-4b is more desirable), when posted with all pertinent personnel data and appropriately flagged may possibly replace six or more of the existing records (Personnel Action Control, PER Log, Personnel Action Chrono, T/O Record Books (3)). In addition the duplicate Locator File of NSA Personnel is being dispensed with, and the continuation of the maintenance of individual personnel file folders will become unnecessary if the Position Inventory Record (Form SP 7 of OP-4b) is properly posted. It was indicated that the Personnel and Training Section is the major user of these files, inasmuch as the various Branches rely only on the official Personnel Office file. Further study would, no doubt, result in a more efficient operation and a reduction in the number of separate files maintained as well as a reduction in the amount of time and effort required to maintain them.

f. It was disclosed that an unknown amount of personnel functions are performed in the Branches in terms of preparing cables, dispatches and memoranda on matters of inquiry, policy interpretation, personnel advice, and procedural instruction. A review of cable and dispatch files of the Division Secretariat made by NSA Personnel at the request of the undersigned, and covering the months of June, July and August, revealed 71 dispatches and 57 cables (total action 158) on personnel matters originated in the Branches. These figures may be compared with 57 dispatches and 30 cables prepared in the [REDACTED]

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g. In addition to the cable and dispatch work load carried by the Branches, as indicated in paragraph f, above, other personnel work performed in the Branches includes:

- (1) Procurement of contract agents.
- (2) Preparation of contract information and checks lists.

(h) Preparation of Forms 51-1, Training requests.

For the performance of these functions it was indicated that the Branches call for the Official Personnel File Folders rather than using the Division Personnel files (see paragraph 3 e above).

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h. Individual notices of pending in-grade promotion actions are prepared from the mass name transmittal received from Personnel Office. These notices are transmitted to the Branches for approval and amounted to 76 during the three month period - June, July, August, 1953. This would appear to be an unnecessary clerical routine in that the mass list could be routed to or hand carried to each Branch, thus eliminating the typing and handling of separate memoranda notices.

h. CONCLUSIONS.

a. It is believed that the personnel functions of the NSA/ Admin Staff can be adequately accomplished with six persons as the T/O presently provides for, and discontinuing the use of two assigned personnel from Branch field T/O's. Basis for this conclusion:

- (1) The Branches already prepare more cables and dispatches than the [REDACTED] and could possibly assume more. In addition the Branches also perform other personnel functions.
- (2) The records systems are more numerous and involved than would appear to be necessary.
- (3) The In-Grade Promotion Notice correspondence procedure indicated in paragraph 3 h is unnecessary.
- (4) The individual in the Personnel and Training Officer slot is spending the major portion of his time performing Security Officer functions with the actual Training Officer functions being performed by an assignee from a Branch field T/O. With appropriate delegation of security responsibility to Branch Security Officers the preparation of duty rosters and the conduct of security violation investigations should not require the major portion of a personnel officer's time.
- (5) The Chief of Admin/NSA and his Deputy have Personnel Office backgrounds and can provide adequate professional guidance in improving the activities and operations of the Personnel and Training Section. It is understood the Deputy Chief Admin/NSA, who has only been in the Division about a month, will devote primary attention to improvement and administration of the personnel function.

b. Comparison of personnel duties performed in the Branches and in the Personnel and Training Section, and the apparent inconsistencies between actual duties of the personnel and its titles and grades of

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the slots occupied indicates the need for a complete classification audit of the [REDACTED]

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- c. The present procedures and records of the [REDACTED] are unnecessarily involved, and immediate attention should be given to improvement.
 - d. In the absence of clear cut delegations of authority and formally prescribed functions of decentralized personnel offices in the DE/P area divisions the personnel functions indicated in Tab E appear to be properly placed organizationally.
 - e. There appears to be a considerable amount of internal correspondence which could be reduced by person to person coordination. The 188 memoranda prepared during a three month period, including such items as 25 weekly activities reports as well as the procedure for approving in-grade promotions are examples of areas capable of improvement.

5. RECOMMENDATIONS.

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- a. That the I/O of [REDACTED] be limited to no more than [REDACTED] and the practice of double slotting and assigning of personnel to the Section on a full time basis be discontinued.
 - b. That the functions outlined in Tab E be tentatively recognized as properly placed organizationally in an Area Division.
 - c. That a complete classification audit be made of the Personnel and Training Section, NSA.
 - d. That effort be accelerated toward the objective of perfection of the records systems of the Section with a view toward consolidation, elimination and procedural improvement.
 - e. That consideration be given toward the eventual elimination of the individual personnel files.
 - f. That Form OF-4b be used in lieu of SF-7 for Position Inventory Records.

6. COORDINATION. Comments and concurrence of the Chief, ADMIN, NSA are contained in the memorandum attached as Tab F.

[REDACTED]

Assistant Management Officer, OD/A
(For Clandestine Services)

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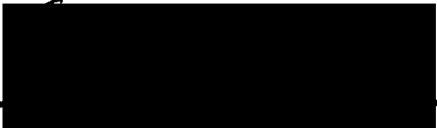
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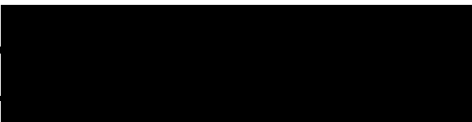
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Technical Advisors


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Plans Research and Development Staff
Personnel Office, DD/A

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Personnel Placement Officer
Personnel Office, DD/A

APPROVED


W. L. PHEL
Management Officer, DD/A

Attachments
Tabs A thru F

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